CITY OF SCARBOROUGH

1991 STRATEGIC PLAN

92-05011/

SCARBOROUGH COUNCIL 1989-1991

Back Row (l to r)
John Wardrope, Paul Mushinski, Shirley Eidt, Sherene Shaw, Doug Mahood

Centre Row (l to r)
Harvey Barron, Lorenzo Berardinette, Fred Johnson, Ron Moeser, Ron Watson

Front Row(l to r)
Gerry Altobello, Marilyn Mushinski, Joyce Trimmer, Edith Montgomery, Bas Balkissoon

INTRODUCTION

In less than 40 years, Scarborough has grown from a suburban, largely rural township to a vibrant and thriving city of 520,000 people which makes Scarborough the 7th largest city in Canada. Growth means change, new opportunities and new challenges.

We, Scarborough City Council, appreciate the need to prepare for change and meet new challenges, to clarify our goals and set a future direction for Scarborough. As a result, in 1990, we endorsed the concept of dealing corporately with the issues facing us and to position Scarborough for the future.

A Corporate Strategic Plan, while fairly common in the private sector, is still an unusual planning tool in municipal government. This is our first Corporate Strategic Plan. It presents our vision of Scarborough and focuses on strategic issues and goals which are important in order to best meet the needs of the citizens of Scarborough. A Corporate Strategic Plan, however, is not a static document - it evolves over time in order to respond to changing needs and priorities.

The process which culminated in this written document was a lengthy one. The process progressed through a number of planning sessions designed to raise key issues for discussion, begin the priority setting exercise, establish preliminary goals and initiate actions towards achievement of these goals. We worked together in partnership to arrive at a consensus on priorities and a collective vision of Scarborough as a corporate whole.

We determined that there are 5 key issues which we consider to be essential for a well managed city, and a city which is healthy both economically and socially.

We consider the key issues to be:

- Responsible Taxation
- Community Services
- Balanced Growth & Environment
- Enhanced Public Relations
- Safe & Clean City

These are defined on the following pages and, where appropriate, goals and actions are proposed to move us together - towards our goals.

MANAGEMENT OF CHANGE

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PLANNING FOR THE FUTURE

•

IMPROVING OUR DECISION-MAKING

•

IMPROVING OUR IMAGE

•

PROVIDING LEADERSHIP AND DIRECTION

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IMPROVING OUR OPERATIONAL EFFICIENCY

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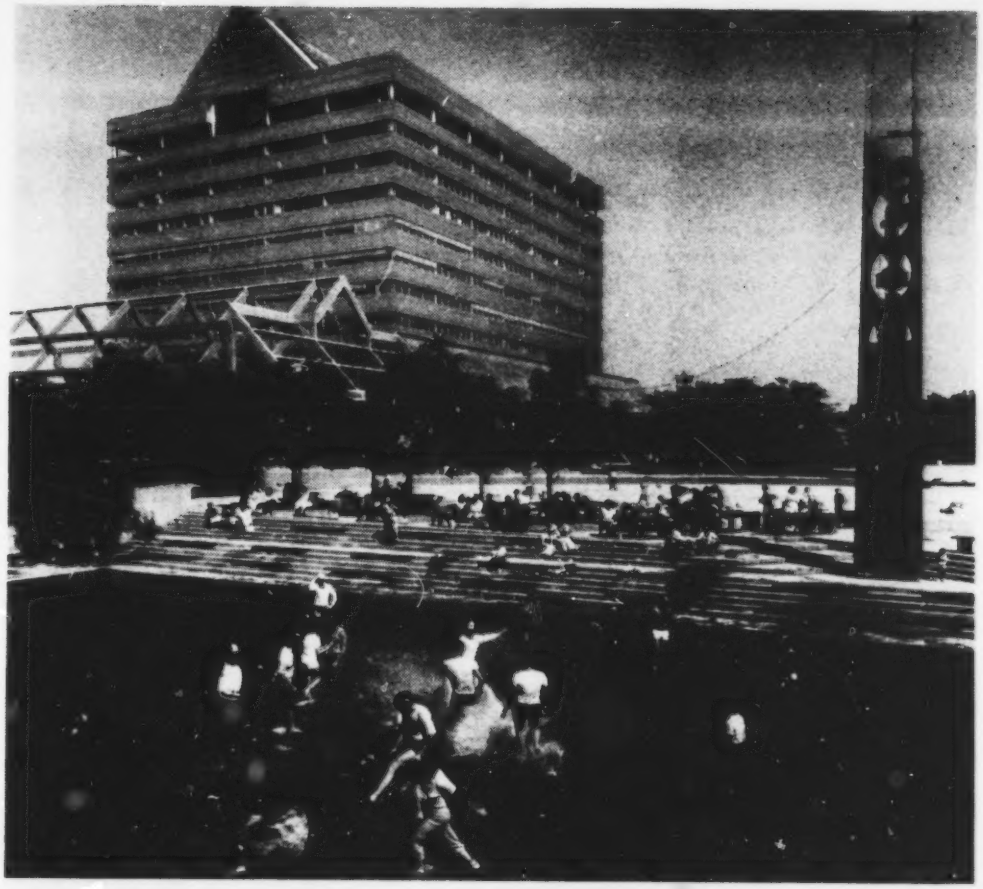
PARTNERSHIP AND TEAMWORK

...These are a few of the reasons for initiating a corporate strategic planning process in Scarborough.



MANDATE

TO INITIATE A

STRATEGIC PLANNING PROCESS

BUILT ON A PARTNERSHIP INVOLVING

COUNCIL AND STAFF

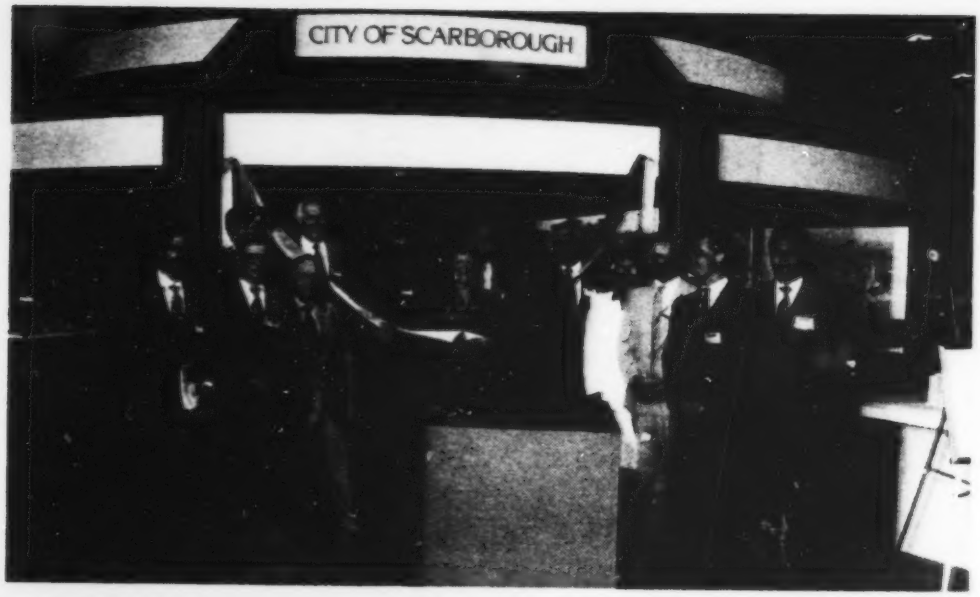
IN ORDER TO DEVELOP STRATEGIES IN

1991

TO WORK TOWARDS ACHIEVEMENT OF LONG

TERM

GOALS AND OBJECTIVES.


CITY OF SCARBOROUGH

1991 KEY ISSUES

RESPONSIBLE TAXATION

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COMMUNITY SERVICES

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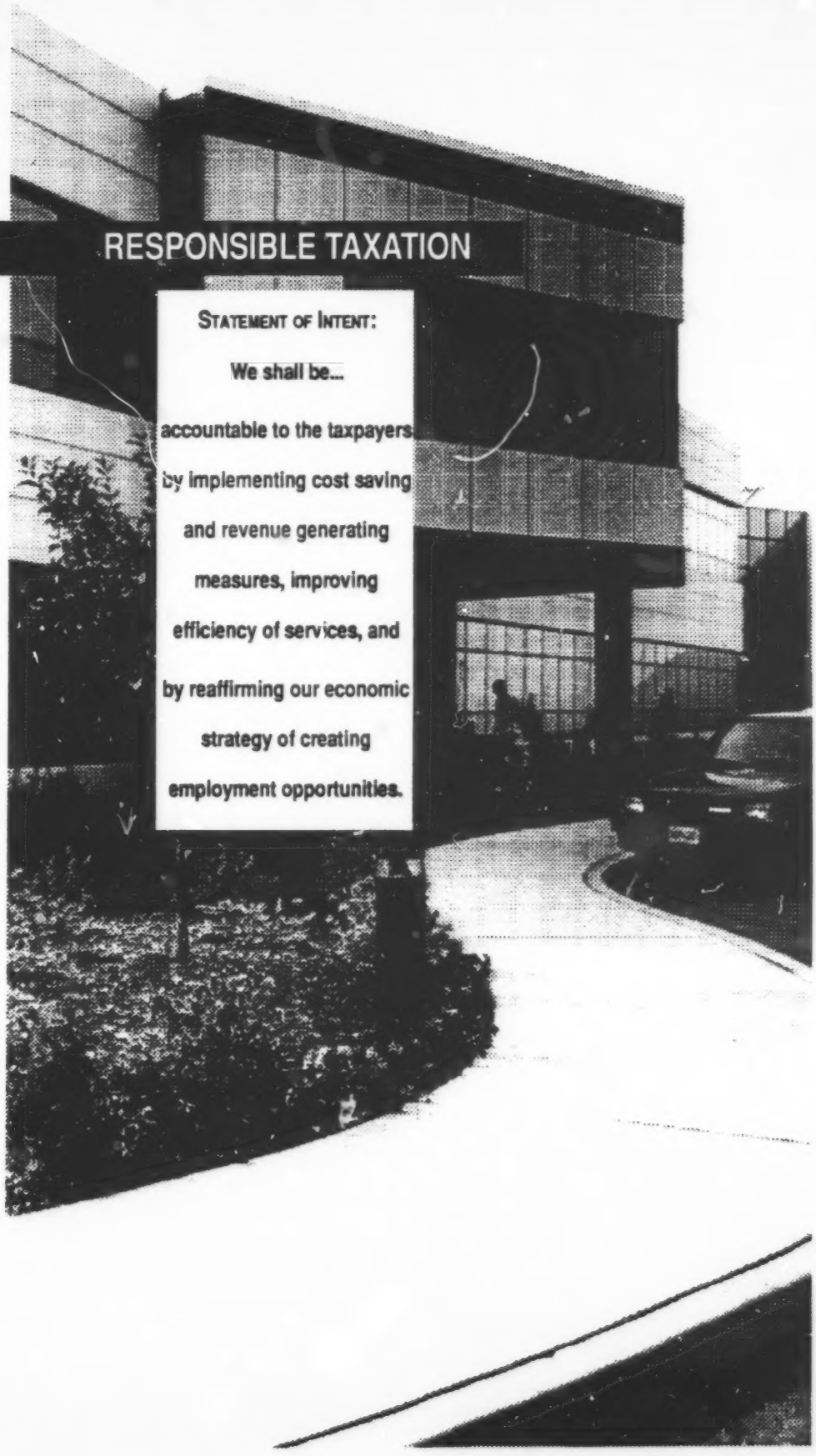
BALANCED GROWTH AND ENVIRONMENT

•

ENHANCED PUBLIC RELATIONS

•

SAFE AND CLEAN CITY



ISSUE: RESPONSIBLE TAXATION

STATEMENT OF INTENT:

We shall be...

accountable to the taxpayers by implementing cost saving and revenue generating measures, improving efficiency of services, and by reaffirming our economic strategy of creating employment opportunities.

GOALS:

- To ensure accountability through maintaining fiscally responsible policies.
- To increase revenues through development activities, employment opportunities, and increased assessment.
- To improve efficiency of services and implement cost saving measures.

ACTIONS:

- Implement a restraint program to maintain and improve level of service with minimum tax increase within Council policies.
- Review development charges and user fees to recover costs related to growth and maintenance of service.
- Research and pursue innovative ways to reduce tax burden.
- Initiate discussions with related boards, commissions, and other levels of government to improve fairness and application of taxation policies, including revenue redistribution by population.
- Endorse an economic development strategy to support economic growth and increased employment opportunities, economic diversification and improved assessment ratio.
- Develop a clear communications plan to better inform the public of municipal taxation and municipal areas of responsibility.
- Aggressively pursue market value reassessment taxation for 1993.

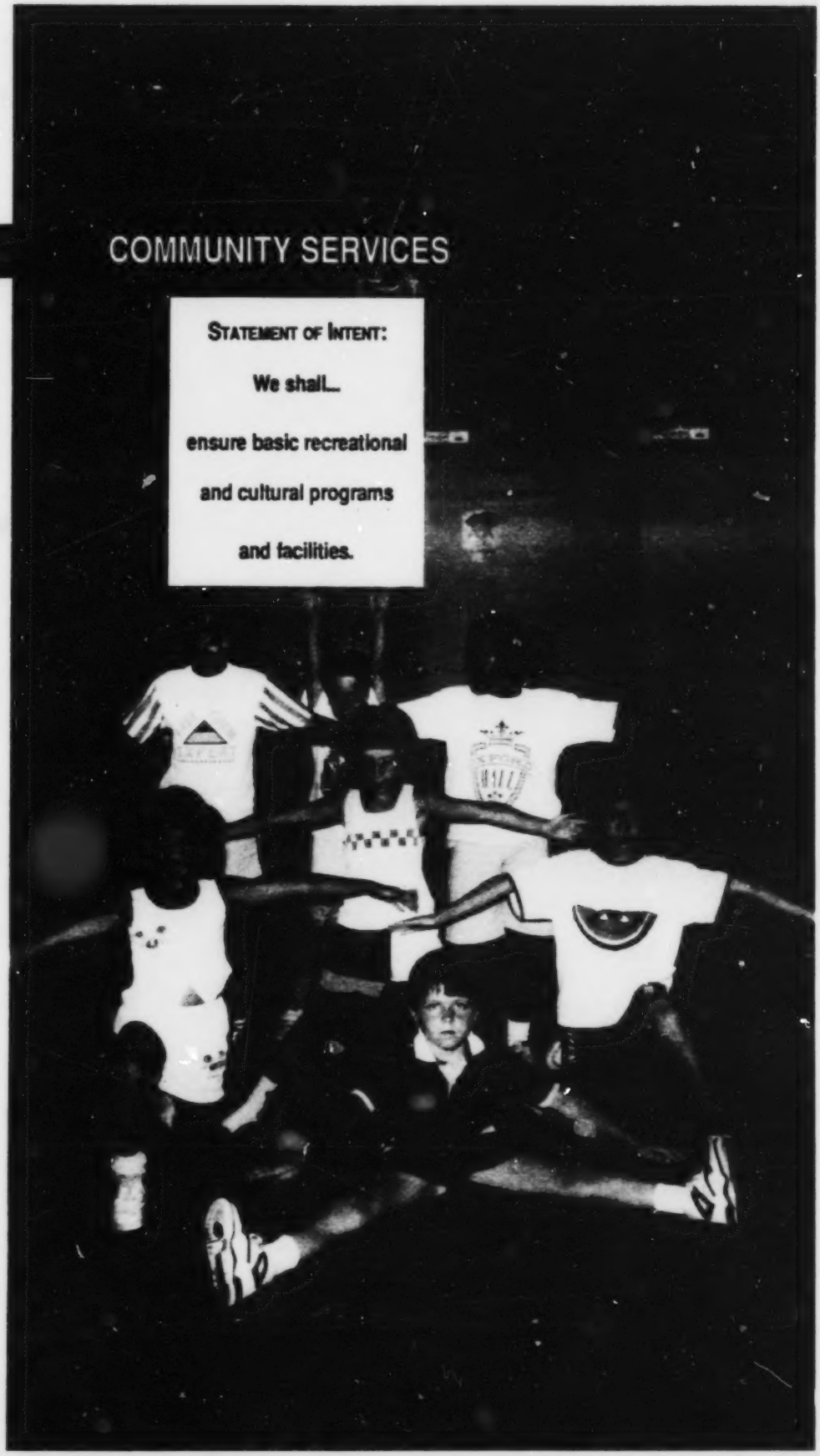
ISSUE:

COMMUNITY SERVICES

STATEMENT OF INTENT:

We shall...

ensure basic recreational and cultural programs and facilities.



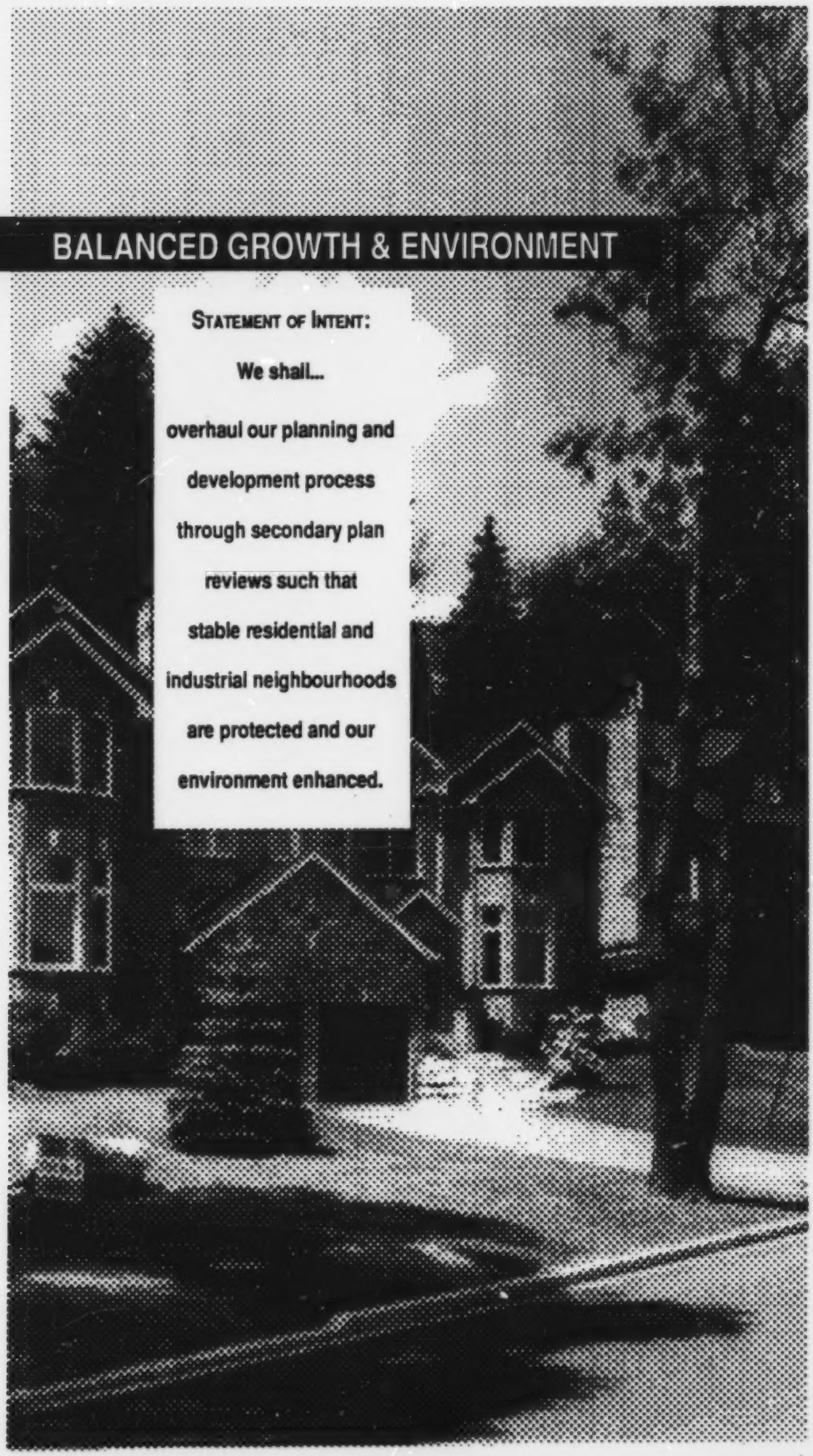
GOALS:

- To plan community services that meet local needs.
- To encourage economic efficiencies in the provision of services.

ACTIONS:

- We shall recognize that social service funding comes from other levels of government. Council will continue to promote and lobby for our fair share of funding.
- Pursue arts and cultural centre and central library.
- Evaluate all aspects of library operations and consider alternatives to service delivery, and political structure.
- Provide basic recreation and parks services and facilities in each community as a priority.
- Review recreation and cultural policies to:
  - Produce framework document 'strategy for future'
  - Work with Metro to avoid duplication of services/ facilities
  - Examine 'permitting' policies in all facilities including commercial ventures to ensure Scarborough residents have priority in programming.
  - Promote the use of City staff to undertake studies

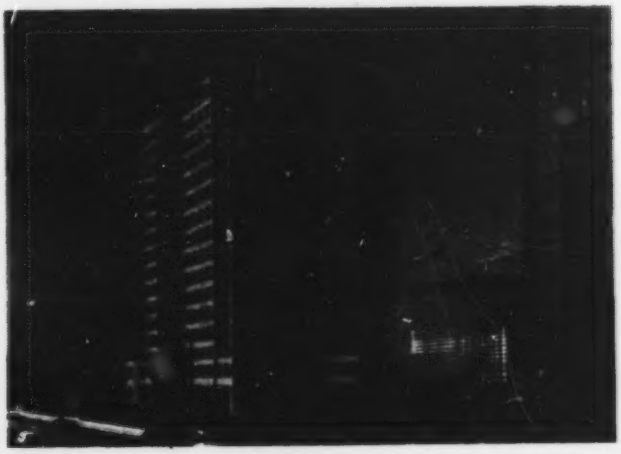
ISSUE: BALANCED GROWTH & ENVIRONMENT



STATEMENT OF INTENT:

We shall...

overhaul our planning and development process through secondary plan reviews such that stable residential and industrial neighbourhoods are protected and our environment enhanced.



GOALS:

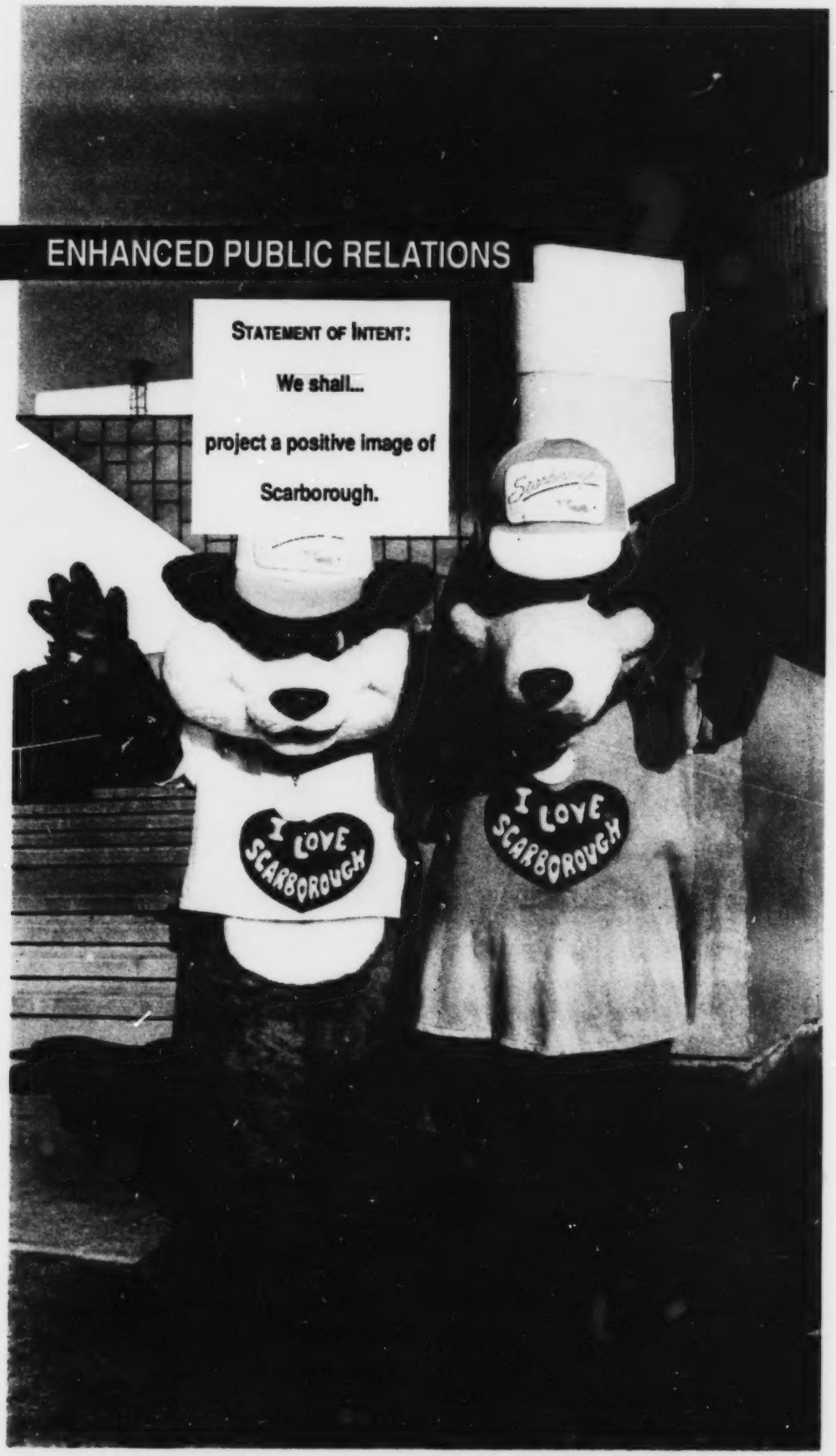
- To ensure that development and redevelopment do not adversely affect the environment or stable residential and industrial areas.
- To clarify the City's development objectives.
- To protect and enhance our heritage and natural environment.

ACTIONS:

- Review and revise planning processes.
- Clarify City objectives through Official Plan, Zoning By-laws and guidelines relative to:

  • Density • Coverage • Compatibility • Permitted and Prohibited Uses (basement apts) • Setbacks • Landscaping • Business and Industrial Districts.
- Review Economic Development mandate and strategy.
- Review Planning Department mandate.
- Review and revise existing design guidelines.
- Encourage innovative environmental solutions to environment issues.
- Develop an action plan for the "Healthy City Concept".
- Define objectives and action plans for City Centre.
- Define objectives and action plans for the waterfront.
- Improve public notification and participation in the planning process.
- Establish a public relations process to deal with development applications.
- Support and expand business retention program.
- Encourage and develop enhanced transit service.
- Develop a strategy to protect our heritage and natural environment.

ISSUE: ENHANCED PUBLIC RELATIONS

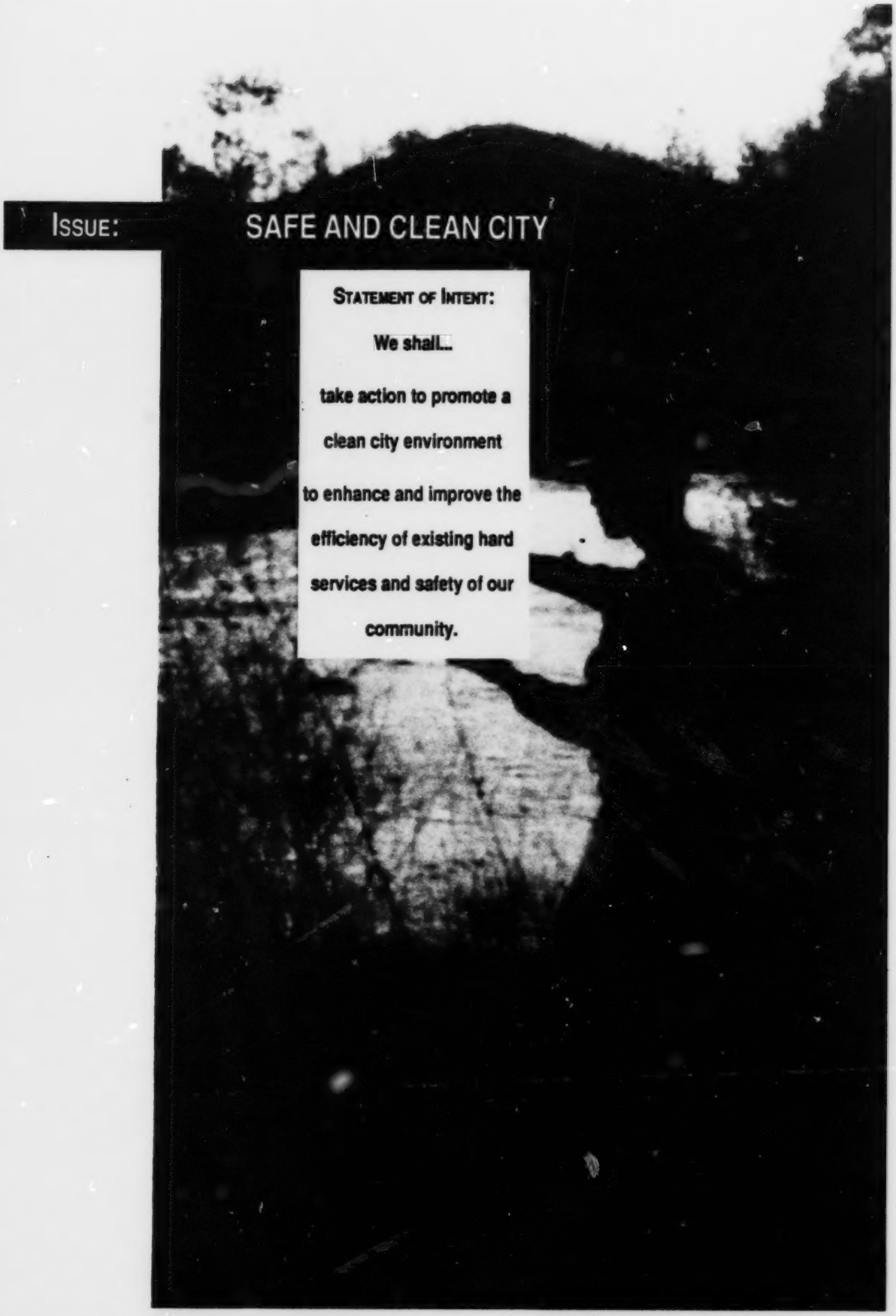


GOALS:

- To build co-operative working relationships with others.
- To ensure that all communications enhance the image of Scarborough.
- To enhance public respect and pride.

ACTIONS:

- Define a comprehensive image program and action plan which will incorporate logo, uniforms, publications and presentation materials.
- Implement training for: press relations, communication skills, protocol, customer service.
- Hold regular meetings with City Manager to review staff relations, promote teamwork, and to monitor strategic plan.
- Establish a code of ethics to improve public trust.
- Establish a team building program.
- Establish working partnerships with other governments and agencies.
- Continue the strategic planning process to:
  - Build consensus
  - Establish priorities
  - Promote respect and trust
  - Define roles and responsibilities and decision making structure
- Provide our employees with resources to accomplish our goals.
- Encourage risk taking, creativity, and innovation in our organization.
- Implement correct protocol procedures in organization of functions and receptions.



ISSUE: SAFE AND CLEAN CITY

STATEMENT OF INTENT:

We shall...

take action to promote a clean city environment

to enhance and improve the efficiency of existing hard services and safety of our community.

GOALS:

- To ensure a well-maintained city.
- To encourage an operationally effective urban environment.
- To safeguard the community's interests through regulations and enforcement.

ACTIONS:

- Initiate aggressive enforcement practices with respect to:

  Property standards • Signs and Posters • Litter
- Aggressively pursue revisions of current legislation to strengthen power to enforce by-laws.
- Promote clean city programs in co-operation with public, staff and Council.
- Pursue conversion to natural gas for City vehicles.
- Efficiently deliver the following services:
  - Sewers
  - Street Lighting
  - Waste Management
  - Street Maintenance
  - Emergency Response Services
- Demand our fair share of increased police protection.
- Investigate enhancement of our present snow clearing services on public streets, walkways and driveway approaches.
- Develop programs to deliver better City services to our seniors and physically challenged.
- Enhance facilities for transit riders.